

University Of Jordan

Introduction To Management

Thirteen Edition

Chapter 9: Fundamentals of control

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Pixels

Good Luck 

* Controlling :- the process of measuring performance and taking action to ensure desired results.

* Process of controlling :

[1] work inputs (Feed Forward controls).

* also called Preliminary controls.

* Feed Forward controls : ensures that directions and right resources before the work begins, inputs available.

* goal is solve problems before they occur by asking an important but often neglected question: "what needs to be done before we begin?"

[2] work throughputs (Concurrent controls).

* also called Steering controls.

* Concurrent controls : focuses on what happens during the work process, right thing.

[3] Work outputs (Feed back control).

* also called post-action controls.

* Feed back control : takes place after an action is completed.

* Focus on the quality of end results than on inputs and activities.

* Controlling sees to it that the right things happen in the right way, and at the right time.

It help ensure that performance is consistent with

plans, and that accomplishments throughout an organization are coordinate in a means ends fashion,

also ensure that people comply with organizational Procedures.

* Organizing → brings people and material resources.

* Leading → inspires people to best utilize resources.

* Planning → sets the direction and allocates resource

work inputs

work throughputs

work outputs

• Feedforward controls

• Concurrent controls

• Feedback controls.

- right direction set

- right thing beings

- final results

- right resource

- operations.

upto - desired

- inputs available.

standards

solve problems

solve problems

solve problems

before they occur while they are

after they occur.

occurring.

one great benefits of effective control is ~ Organizational learning

* After action review: systemic assessment of lessons learned and results accomplished in completed Project.

Control Systems:- Internal and External

1* Internal ~ can manage in ways that allow and expect people to control their own behavior.

• self control: self discipline in fulfilling

work and personal responsibilities.

* requirement of self control:

- trust - clear science of mission - personal capacity.

2* External ~ can structure situations to make sure things happen as planned.

1 • Bureaucratic control influences behavior through authority, policies, procedures, job description budgets, and day to day supervision.

* Another level bureaucratic control comes from laws and regulations in the organization external environment.

2. Clan control & influences behavior through norms and expectation set by the organizational

Culture.

* Sometimes called "normative control"

* clan control happens as person who share values and identify strongly with one another behave in consistent way.

3. Market control: essentially the influence of market competition on the behavior of organizations as their members. A good example is growing emphasis on green products and sustainability practice.

* The Control Process.

• Step-1- Establish performance objectives and standard

-the control process begins with planning when performance objective and standard of measuring them are set.

* Types of Standards:-

① Outputs standard: measures performance results in terms of → quantity, quality, cost, time.

② Inputs standard: measures work efforts that go into performance task. Example of it: work include conformance of rules, efficiency use resources, and work attendance.

• Step-2- Measure actual performance.

* Performance measurements in the control process must be accurate enough to spot significant differences between what is really taking place and what was originally planned. without measurement, effective control is not possible. with measurements tied to key results.

• Step-3- Compare results with objective and standards

* Control equations:-

Need for action = Desired Performance - Actual Performance

* Methods of Comparisons :

- a-engineering Comparisons → United Parcel Service (UPS) , Carefully measures the routes and routines of it's driver to establish time expected for each delivery.
- b-historical Comparisons → Past experience becomes the baseline for evaluating current performance.
- c-relative Comparisons → benchmark performance againts that being achieved by other people , work units , or organization.

Step-4 - take the action needed to correct problems.

* Management by exception : Focuses attention on substantial differences between actual and desired performance. (MBE)

* Benefits of management by exception :

- greates need For action.
- Save time , energy , resources by focusing attention on high-priority areas.

* Types of exception :

- First , problem situation where actual performance is less than desired. $actual > desired$

- Second , opportunity situation where actual performance turns out higher than what was desired. $actual < desired$

Finally ~
Lujain Jubran was here

Step 4
منش قاتل
منش قاتل
منش قاتل

The balanced scorecard measures overall organizational performance in four areas: financial, customers, internal processes, and innovation.

FOR DISCUSSION Should all employees of a business be regularly informed of the firm's overall financial performance?

SELF-TEST 9

Multiple-Choice Questions

1. After objectives and standards are set, what step comes next in the control process?
☒ (a) Measure results.
☐ (b) Take corrective action.
☐ (c) Compare results with objectives.
☐ (d) Modify standards to fit circumstances.
2. When a soccer coach tells her players at the end of a game, "I'm pleased you stayed with the game plan," she is using a/an _____ to measure performance, even though in terms of outcomes, her team lost.
☒ (a) input standard
☐ (b) output standard
☐ (c) historical comparison
☐ (d) relative comparison
3. When an automobile manufacturer is careful to purchase only the highest-quality components for use in production, this is an example of an attempt to ensure high performance through _____ control.
☒ (a) concurrent
☐ (b) statistical
☐ (c) inventory
☐ (d) feedforward
4. Management by exception means _____.
☐ (a) managing only when necessary
☒ (b) focusing attention where the need for action is greatest
☐ (c) the same thing as concurrent control
☐ (d) the same thing as just-in-time delivery
5. When a supervisor working alongside an employee corrects him or her when a mistake is made, this is an example of _____ control.
☐ (a) feedforward
☒ (b) concurrent
☐ (c) internal
☐ (d) clan
6. If an organization's top management visits a firm in another industry to learn more about its excellent record in hiring and promoting minority and female candidates, this is an example of using _____ for control purposes.
☐ (a) a balanced scorecard
☐ (b) relative comparison
☒ (c) management by exception
☐ (d) progressive discipline
7. The control equation states: _____ = Desired Performance - Actual Performance.
☐ (a) Problem Magnitude
☐ (b) Management Opportunity
☐ (c) Planning Objective
☒ (d) Need for Action
8. When a UPS manager compares the amount of time a driver takes to make certain deliveries against standards set through a quantitative analysis of her delivery route, this is known as _____.
☐ (a) a historical comparison
☒ (b) an engineering comparison
☐ (c) relative benchmarking
☐ (d) concurrent control
9. Projects are unique one-time events that _____.
☒ (a) have unclear objectives
☐ (b) must be completed by a specific time
☐ (c) have unlimited budgets
☐ (d) are largely self-managing
10. The _____ chart graphically displays the scheduling of tasks required to complete a project.
☒ (a) exception
☐ (b) Taylor
☐ (c) Gantt
☐ (d) after-action
11. When one team member advises another team member that "your behavior is crossing the line in terms of our expectations for workplace civility," she is exercising a form of _____ control over the other's inappropriate behaviors.
☐ (a) clan
☐ (b) market
☒ (c) internal
☐ (d) preliminary
12. In a CPM/PERT analysis, the focus is on _____ and the event that link them together with the finished project.
☒ (a) costs, budgets
☐ (b) activities, sequences
☐ (c) timetables, budgets
☐ (d) goals, costs
13. If fixed costs are \$10,000, variable costs are \$4 per unit, and the target selling price per unit is \$8, what is the breakeven point?
☐ (a) 2
☐ (b) 500
☐ (c) 2,500
☒ (d) 4,800

chapter 9